

7-1998

ACUTA eNews July 1998, Vol.27, No. 5

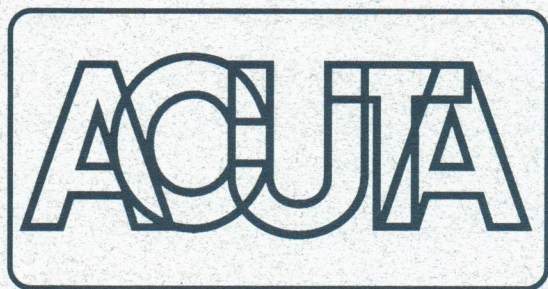
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"ACUTA eNews July 1998, Vol.27, No. 5" (1998). *ACUTA Newsletters*. 193.
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ADDRESSING VOICE, DATA, AND VIDEO COMMUNICATIONS NEEDS FOR HIGHER EDUCATION

July 1998



From the President

Margie Milone
Kent State University

Margie Milone

An estimated 30-40 million Americans either telecommute part-time or work at home every day according to an article entitled "The Alternative Workplace: Changing Where and How People Work," by Mahlon Apgar IV, in the May-June 1998 *Harvard Business Review*. Apgar is a consultant to major corporations who counsels his clients on issues related to real estate and infrastructure. He states that the early *alternative workplace* (AW) initiatives were proposed as cost reduction plans. His examples include AT&T and IBM who saw annual savings of more than \$550 million and \$100 million respectively by eliminating and/or consolidating offices while reducing related overhead costs.

The article states employees who are suited to telecommuting claim a remarkable improvement in productivity, AND most of their supervisors concur. Certain characteristics define the employee type best "suited" for telecommuting: the younger worker who is computer literate, self-motivated, and results-oriented, and who generally requires little office socializing—those "water-cooler conversations" which can account for over 70 non-productive minutes per day.

The type of work must also be suited to remote accomplishment. The author discusses that informational organiza-

Continued on page 4

ACUTA Board of Directors '98-'99



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Director-at-Large

Effective at the close of the Annual Conference in July, ACUTA welcomes its new Board of Directors for 1998-99.

President Margie Milone, Kent State, will become Immediate Past President as Buck Bayliff, Wake Forest University, assumes the position of President. Tony Mordosky, Bradley University, will serve as President-Elect and Linda Bogden Stubbs, SUNY Health Science Center in Syracuse, as Secretary/Treasurer.

Anne Apicella of the University of New Mexico and Maureen Trimm of Stanford were elected Directors-at-Large. Bill Brichta will serve again as the Board-appointed Director-at-Large.

Completing the Board, Marianne Landfair of Indiana University System, and Dawn Lotz, Marquette University, who were both elected Directors-at-Large last year, will continue to serve through July, 1999.

"Serving on ACUTA's Board has provided me with unique opportunities for personal as well as professional growth," says outgoing President Margie Milone. "While being involved at the Board level requires time, energy, imagination, patience, and much more, the rewards far outweigh the demands. I can't think of any other single experience that has had a greater impact on my career. If you've ever considered serving on the Board, I urge you to contact any Board member right away about being on a committee. That's where it all begins!"

Q

A

(Please note that advice given in this column is the opinion of the author. ACUTA neither recommends nor endorses any company's products or services.) Send questions to Pat Scott at ACUTA, or phone 606/278-3338. E-mail pscott@acuta.org.

Q. We currently have about 1.5 hours of battery backup capacity on our PBX. I'm getting quotes to install a generator for backup power to the entire switch room, which houses not only the PBX but our modem pool as well. How many of you use generators and how many rely only on the batteries for backup? My PBX vendor says very few of their customers actually use generators. —David Wilmot, St. Edwards Univ.

A. From the ACUTA listserve:

Randy Sailer, Univ. of Mass. Amherst:

We have 4 hours of battery for the system. We start to run into problems after a couple of hours with heat (the AC not backed up). We are starting the process to go out to bid for generators. We think it will be worth the cost

given the unpredictable nature of our power and all the bad things that can happen around campus without telephones.

In eight years we have only had one outage that ran down our batteries in one node site. We cooled it by opening the doors and using a spot cool and fan hooked to a portable generator.

Tom Walsh, Miami University:

Both switches serving the Oxford campus have battery backup and generators. There is a float on the transfer switch (about 5 seconds) where the batteries hold power before the generator comes on line. (This keeps the generator from continually cycling during line hits.) The question you have to answer is what is the importance of keeping your system in service. With 6500+ students in residence halls, we are a "city" and try to operate as if we are the telephone company for that "city." If you don't have that need, do you need a generator?

Larry Farmer, Drew University:

We have 1.5 to 2 hours of batteries on our switchgear with generator backup at both switchrooms. The system was not initially installed in generators, but they have been added over the years. I highly recommend generators. It's much easier to deal with emergencies if you still have phone service.

Since you have not invested in generators yet, you might want to look into a small turbine generator. These units are supposed to be cheap to operate. The big bonus is that we can take our selective equipment off the power grid and feed it nice clean power. The school can also harvest the waste heat to produce domestic hot water and use any excess capacity to shave peaks in electric demand (e.g., during hot afternoons in the summer), both of which can have a big impact on utility costs.

Ed Himelhoch, Pasadena City College:

We have about 28,000+ students and staff (25,000 f.t.e.). When we designed the PBX, we decided that we would install a backup generator. Of course, we live in earthquake country.

If you're going to install a generator, don't forget all of the peripherals in the switch room: voice mail, consoles, air

conditioning, emergency lighting, CSUs, modems, channel banks, etc.

Anne Apicella, Univ. of New Mexico:

At UNM, we have eleven PBXs, all with battery backup. Our two primary switches also have emergency generators. Both are considered critical systems, and therefore they warrant this type of protection.

A suggestion: When sizing the generator, be sure to include air conditioning and power outlet circuits on the emergency generator so the peripheral systems can continue to operate along with the PBX during a power failure.

Dave Ostrom, Washington State Univ:

We have two hours of battery and an emergency generator (run off of the university steam plant) that serves part of our campus including the building which contains our main PBX. In addition, our building is fed from two different substations with an automatic switch if the primary feed drops. However, much of our PBX is distributed around the campus via fiber links and only has two hours of battery. For everything except the residence halls and student apartments, this shouldn't be a problem as the buildings will have been vacated during an extended outage. Residence halls and apartments haven't been a priority and probably will not be until we experience a major outage.

Dan Tonelli, Brandeis University

Our batteries are expected to last about 8 hours depending upon the load. (We have had them go for almost 48!) If we know an outage is going to be longer than 8 hours, we have Facilities Management bring up one of the portable (but large) diesel generators.

Jack Canavera, St. Louis Comm. Coll.

We have 4-hour battery backup at each of our campus locations. In my previous position we had a 300KVA diesel which provided power for the telephone system, and I/S area. It saved our lives multiple times.

If a campus power outage exceeds two hours, most everyone goes home. We have no boarding students. No one feels continuous phone service is justified. Cellular, outbound, power-fail phones and payphones are used for the necessities.

ACUTA NEWS, Vol. 27, No. 7

BOARD OF DIRECTORS

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Board Report

The Board held its monthly conference call on June 4.

Presenting the President's report, Margie Milone discussed the e-mail response to her May newsletter article from Bob Burgess, University of Georgia, which contained some fine examples of community involvement.

The Board approved Buck Bayliff's recommendation to appoint Frank Ferrara, Princeton University, to serve as Chair of the Membership Committee.

The Board heard reports from the various committees including the following:

• Legislative/Regulatory Affairs

Tony Mordosky reported the comments on "Calling Party Pays" Cellular Service petition had been filed by the attorney for ACUTA.

• Publications

Jim Cross reported the committee has finalized Journal topics for 1999:

- * Spring: Leveraging the IP Network
- * Summer: Voice, Data, and Video Convergence on the Web
- * Fall: New Opportunities in a Competitive Regulatory Environment
- * Winter: Wireless Technologies

• Senior Leadership Forum Advisory Committee

Jeri Semer reported the Forum program is complete. She noted that the presentation by Dr. Graham Spanier, President, Pennsylvania State University, will be via video conference.

The Board discussed the Proposed Mission/Charge/Membership components for the Higher Education Advisory Panel Proposed as proposed by the Executive Director and called for in Goal 2.1.7 of the Strategic Plan. After some discussion the Board approved the plan as amended.

Respectfully Submitted:

Tony Mordosky

Anthony Mordosky
Bradley University
Secretary/Treasurer

Is This an ACUTA Anniversary for You?

According to ACUTA records, the following people will celebrate anniversaries this year and will be recognized at the Conference. If your name appears on the list but should not, or if your name should be on the list but is not, please contact Kellie Bowman at ACUTA right away (606/278-3338):

5 Years (1983)

Gregory Ashe, Ohio State Univ.
Brenda Bennett, SUNY Coll. at Potsdam
Casey Bosman, Grand Valley State Univ.
Scott Bradley, Utah State Univ.
Hank Brooks, Northern Illinois Univ.
Joan Chapek, North Dakota State Univ.
Ivalee Clark, Calif. State Univ., San Marcos
Frank Conforti, Johnson & Wales Univ.
Tammy Cormier, Calif. Lutheran Univ.
Chuck Cossin, Schoolcraft Coll.
Lauren Dean, Univ. of Nevada-Las Vegas
Judy DeNoyer, Principia Coll.
Jared Edwards, Minot State Univ.
Margaret Evans, Wheaton Coll.
Dennis Fouty, Univ. of Houston
Hugh Gilbert, Emerson Coll.
Joel Huff, Pensacola Christian Coll.
Donna Johnson, The Evergreen State Coll.
Jeff Kapp, Millikin Univ.
Robert Kasprak, SUNY Coll. of Optometry
Letha Kibble, Midland Lutheran Coll.
Josef Komenda, Univ. du QuÉbec
Michael Long, UNC Charlotte
Gary Luft, VarTec Telecom, Inc.
Walt Magnussen, Texas A&M Univ.
Edmund G. Mardon, Univ. of Calif., San Diego
David McShane, William Rainey Harper Coll.
Stephen Moore, Dallas Co. Comm. Coll. Dist.
Lisa Notarianni, Univ. of Scranton
Peggy Page, Syracuse Univ.
Gary Pelton, SUNY at Albany
Donald Peterson, No. Dakota State Univ.
Paul Petroski, Univ. of Maryland, Baltimore
David Quimby, Saint Norbert Coll.
Kay Reeves, Abilene Christian Univ.
Mollie Ruffenach, Univ. of Scranton
Jack Sasser, State of North Carolina
Cliff Schall, Humboldt State Univ.
Ronald Skutnick, Univ. of Scranton
Leidy Smith, Resicom Corp.
Suzan Sollie, Judson Coll.
Susanne Strattan, Clarion Univ.
Rad Taylor, Russell Sage Coll.
Rosemary Uman, Rollins Coll.
Raymond Vigeant, Univ. of Mass. - Lowell
Lawrence Westermeyer, Univ. of Missouri-St Louis
Douglas Wilson, Engineering Assoc., Inc.
Joe Zepeda, Azusa Pacific Univ.

10 years (1988)

Leif Aagaard, Jr., Sweet Briar Coll.
Buck Bayliff, Wake Forest Univ.
Craig Beal, Univ. of Texas at Arlington
Phillip Beidelman, Western Telecom. Consulting, Inc.
William Blomgren, Illinois State Univ.
Paul Bolz, Pinnacle Software Corp.
John Bradley, Rensselaer Polytechnic Inst.
William Brichta, Lehigh Univ.
Richard Bull, East Stroudsburg Univ.
Randy Burns, Compco, Inc.
Dwayne P. Cable, Morehead State Univ.
Timothy J. Casey, Skidmore Coll.
Mike Chambliss, Seminole State Coll.
Barbara Ciesielski, Calif. Polytechnic State Univ.
Joel Cohen, Canisius Coll.

Don Corcoran, Vanderbilt Univ.
James S. Cross, Ph.D., Michigan Tech Univ.
Larry Davis, Univ. of North Florida
Vicky Doerr, Univ. of Missouri-Kansas City
David Douglass, JTM Associates, Inc.
Bill Duggan, Idaho State Univ.
Pamela Fueshko, William Paterson Univ.
Morris M. Galloway, Jr., Presbyterian Coll.
Roy A. Gruver, Lehigh Univ.
David E. Henard, Eastern Illinois Univ.
Whitney Johnson, Retired from No. Michigan Univ.
Dennis Kelsey, SUNY Coll. of Tech. at Alfred
Tim Kilpatrick, Southwest Missouri State Univ.
Riny Ledgerwood, San Diego State Univ.
Carol Lehman, Ashland Univ.
Jo Ann Light, Univ. of Missouri-Rolla
Scott Mah, Univ. of Washington
Carol Martin, Mary Washington Coll.
Carolyn Martin, Univ. of Richmond
Joseph T. Massey, Jr., JTM Associates, Inc.
Alfred C. Meddings, School Dist. of Philadelphia
Margaret Milone, Kent State Univ.
David Moeggenberg, Northwood Univ.
Charles Nebes, Governors State Univ.
David O'Neill, Eastern Washington Univ.
Jessie Lea Patrick, Austin Coll.
Barbara Patrick, Northeastern Illinois Univ.
Daniel J. Patterson, Univ. of Utah
William A. Phillips, Mansfield Univ.
Phil Pickle, Arkansas State Univ.
Ronald Pointer, Saint Louis Univ.
Jacquelyn Roberts, Auburn Univ. at Montgomery
Richard N. Rose, Univ. of Maryland System Adm.
J.C. Ruch, Creighton Univ.
Murray D. Ryan, Johns Hopkins Univ.
Dianne Schmitt, Joliet Junior Coll.
Kenneth R. Schuetz, Univ. of Colorado - Boulder
Jane Sheldon, Univ. of Nebraska at Kearney
Francis W. Speck, Saint Mary's Univ. of Minnesota
Neil Stackel, NYNEX
Terrence L. Stratton, West Chester Univ.
M. Lewis Temares, Univ. of Miami
Jan Thomson, Stanford Univ.
David Tomcheck, Univ. of Calif., Irvine
Terry Tucker, Cleveland State Univ.
Amelia Tynan, Univ. of Arizona
Jan Weller, Univ. of Kansas
Gary Wenger, Coll. of DuPage
Linda Wilson, Univ. of Tenn. - Memphis

15 years (1983)

Joseph Brown, Univ. of Wisconsin - Stout
Coleman Burton, Retired from Univ. of Missouri
Steve Dile, Univ. of Oklahoma
Marvin Eckard, Univ. of Calif. at Berkeley
S. Fischer, So. Dakota School of Mines & Technology
Susan J. Fisher, Univ. of Conn.
Gary Koepp, Oberlin Coll.
Raymond Rikansrud, Univ. of Washington
Walter Ronaghan, Einstein Coll. of Med./Yeshiva Univ.
Paul Ryan, Suffolk Univ.
Randy Sailer, Univ. of Mass. - Amherst
Patricia Searles, Cornell Univ.
Kenneth Soper, The George Washington Univ.
Maureen Trimm, Stanford Univ.
Diane Winkler, Union Coll.

New Fiber Optics

Fiber-optic technology, increasingly the media of choice for transmitting voice, video, and data communications over LANs and WANs, is evolving rapidly. A new, low-cost, 3-Gigahertz plastic fiber (GI-POF) is now working its way through the standards bodies for fiber-to-the-desk applications. This new fiber can transmit up to 3 billion bits of information per second over a distance of 100 meters (328 feet) and is more bandwidth- and cost-effective than glass fibers, copper twisted pairs, or coax over this distance.

In addition, installation is easier and the cost is equal to or lower than glass or UTP due to its use of the visible spectrum of light by using low cost LEDs, VCSELs, and CD lasers to provide the electrical-to-optical conversions.

The Light Brigade is offering special discounts to ACUTA members on fiber optic video training and classroom hands-on courses. For "how-to" videos or the technology series, ACUTA members pay \$75 (regular price is \$125). For hands-on classroom instruction, ACUTA members receive a 10% discount. For more information, call Rick Atchison at 800/451-7128 or access the Web site at www.lightbrigade.com.

President's Message

Continued from page 1

tions, those operating primarily through voice and data communications, but not necessarily "high-tech," are well suited to "virtual officing." This is where information-age literacy is fostering a corporate culture characterized by flexibility, informality, the ability to change when necessary, respect for personal time and priorities, and a commitment to using technology for improving performance.

Personnel issues won't be managed by a "virtual" manager. With an empowered staff, a strong leader could accomplish work remotely part-time and still provide the appropriate "face time" as needed. I know this is possible—I'm one of those "younger" workers de-

The 27th Annual Conference is on its way to becoming the largest ACUTA conference ever, both in terms of number of attendees and number of exhibiting and sponsoring companies. Well over 500 college and university colleagues, and 84 exhibiting companies in a total of 131 exhibit booths have already registered. I hope you'll be joining us there!

One thing that sets us apart from huge, impersonal conferences and trade shows, and that we work very hard to preserve, is the personal and friendly environment at an ACUTA conference. ACUTA meetings emphasize the personal touch and individual attention to your needs. While offering a broad range of educational opportunities in over 60 breakout sessions and user group meetings, we all come together for meals and other networking opportunities that are so valuable. Our class sizes allow for comfortable classroom style seating and ample time for interaction with presenters and other attendees. While we may continue to grow over the years, we are committed to maintaining this atmosphere that has made the ACUTA conference so enjoyable for members over its 27 year history.

At the same time that we are finalizing conference preparations, other service improvements and upgrades are underway in the technology area. ACUTA is making a significant expansion in our Internet connection, effective August 1, and we're also getting ready to implement new list server software.

scribed above(!) and I was telecommuting while out of the office for 82 days last year, traveling and attending business and ACUTA events. I worked via email, voice mail, and faxes while my empowered team at home took care of business as well as covering for me as needed. We handled our personnel matters when we were together and proclaimed our year completely successful.

Alternative workplace options are not for every type of person or work. As the

From ACUTA Headquarters

Jeri A. Semer, CAE
Executive Director

Jeri Semer



What will that mean to you? For one thing, we will have the capacity for viewing of videos and other multi-media via our Web site. In anticipation of this, we're video taping all four general sessions in San Diego, and will make them available on the Web in early August. We'll also be able to offer on-line education including video clips in the future.

If you are one of the over 800 subscribers to the ACUTA listserve, you'll have new easier options for subscribing, unsubscribing, and accessing listserve messages via the Web, and archiving of past messages will be automatic and easily accessible.

Watch the ACUTA News and the Web site next month for more details about these and other technology upgrades.

I hope to see you in San Diego. If you have any suggestions for services, education topics, or other ACUTA activities, please don't hesitate to speak with any member of the Board or staff when we see you at the Conference. We're always listening, and appreciate your ideas for services to meet your needs.

voice and data giants of our industry, AT&T and IBM have pioneered this concept as another *tool* to be used proportionately in specific circumstances by certain types of employees in achieving appropriate kinds of work. As telecommunications professionals, we embrace this use of technology in our own lives, in our careers, and in our higher education environments.

Adapt and survive. Resistance is futile. My final words of advice: Encourage One Another in Everything Good.



D C at a Glance

*Whitney L. Johnson***Qwest - U. S. West - Ameritech**

Will Local Exchange Carriers (LECs) survive the challenge in the courts and provide interLATA long distance service? On June 4, the judge in U. S. District Court in Seattle said that the "teaming agreement" between the companies should be suspended until the FCC can review its legality. U S West had signed up nearly 130,000 new customers for Qwest before the judge suspended the plan. Qwest is now marketing long distance service themselves in the area. Noting that the outcome of the proceeding in Chicago might be different, the judge said the possibility of inconsistent rulings by different district courts "should be avoided if possible." (*Telecommunications Reports* 6/8/98)

Sprint filed a petition with the FCC to block such agreements in response to Ameritech's release of a request for proposals for a "partner" to provide interLATA services. (TR 6/8) And while AT&T was one of the leaders in filing the proceeding with the courts and intends to continue to pursue the lawsuits, at the same time they are looking for partners who will enter into similar agreements with them. (TR 5/25)

Universal Service Administrative Company (USAC)

The USAC has been formed to administer the Universal Service Fund replacing three organizations that had been preciously proposed. Cheryl Parrino, formerly chairman of the Wisconsin Public Service Commission, has been appointed the first Chief Executive Officer of the USAC beginning June 1 at an annual salary of \$135,000. Salaries as high as \$200,000 had been announced for at least one of the organizations USAC replaced, and some Congressmen were not happy. (TR 5/25)

E-rate - Universal Services

The Senate Commerce, Science, and Transportation Committee had given the FCC until May 15 to report on how it detects and prevents inflated costs in contracts to provide discounted telecom services to schools, libraries, and rural health care facilities. Some school districts had reportedly told potential contractors that they would favor bids that included "free" materials and services, and as a result some of the schools and libraries were seeking discounts for "gold plated" computers and networks that exceed what is used by research institutions. Now a "program integrity analysis review" will be set up under the Schools and Libraries section of the USAC to ensure that applications do not seek support for services beyond their educational needs.

The e-rate under Universal Services and its application is a topic under continual discussion at all levels if press coverage is any indication. More groups are coming out opposed to the plans that have been announced and members of both houses of Congress are getting involved. Lower rates have been announced for the first 18 months by the FCC and some of the carriers.

FBI Warns against Hackers

An article in *411 Newsletter* (May 25) reminds us that hackers are out there and we need to watch out for attempts to invade systems and steal services. Among their tips for voice security: Study your bills every month. Assign department codes to each of your lines. Change dial-in passwords the minute a disgruntled employee with access to the network leaves. Don't use smaller systems, such as fax packages, without changing default passwords immediately. Physically secure your network 24 hours per day. Beware of network connections with foreign sites.

Connecting Off-Campus Housing to the Network

This summer the University of Dayton (Ohio) will install a high-speed, fiber-optic network in three student neighborhoods where the school owns 330 houses. Thomas Skill, assistant provost for academic technology, compares the project to wiring a small city.

Three types of cable—fiber-optic, twisted pair, and high capacity coaxial—will run through master conduits to link up juniors and seniors living in a 25-block area half a mile from campus. Skill says Dayton is the first university in the country to extend a voice, video, and data network to single-family homes in a neighborhood.

Supplying a port for every pillow, the fiber-optic component will add 1,500 direct high-speed connections to Dayton's network beginning in August, 1999. This off-campus network addition is part of a technology expansion begun in 1994, when Dayton linked 4,000 students in residence halls to the campus computer network, and created a 78-channel video network for educational and entertainment programs.

Justification of the \$6.1 million plan includes: (1) increased technical proficiency resulting in more employable graduates; (2) augmentation and enrichment of the educational experience; (3) opportunity to explore new education-delivery methods; (4) progress toward the goal of universal access which will result in attracting more technology-savvy students.

[This information was adapted from "Wiring Up the Neighborhood" by W. David Gardner, *University Business*, May/June 1998. Visit their Web site at www.universitybusiness.com]

Update.....

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Positions Available

For complete details of positions available, access the ACUTA Web site. If you do not have Internet access, call Pat Scott at the ACUTA office (606/278-3338) to receive a printout of current listings. Please submit position-available information electronically to Aaron Fuehrer at afuehrer@acuta.org or to ACUTA's homepage: <http://www.acuta.org>. If you post a position, please notify Aaron when the position is filled.

- **2 Positions: The University of South Florida, Tampa, FL**
Senior Telecom Service Specialist, Telecom Services Specialist
Contact: Jim Chancey, Asst Director, 813/974-8330 or jchancey@admin.usf.edu.
- **Telecommunications Equipment Technician I, Univ. of No. Carolina, Charlotte**
Contact: NC application form (ref position #13144) must be received by 7/14/98.
No e-mail applications accepted. Contact: Human Resources, UNC, 9201 University City Blvd., Charlotte, NC 28223. To receive a NC State application call 704/547-2276 or 547-2075. AA/EOE
- **2 Positions: Campus TeleVideo, Greenwich, CT**
Chief Operating Officer ; Sales Technician. Contact: Ned Lamont, President, 203/661-4771 or 203/661-4771; e-mail ned@camptv.com (Campus exp. req.)
- **8 Positions: Charles County Community College, LaPlata, MD**
Senior Systems Administrator (CY98-31)
Senior Business Analyst (CY98-30)
Senior Database Administrator (CY98-32)
Engineering Technology and/or Computer Technology Faculty (CY98-33)
Programmer Analyst (CY98-34)
Contact Bonnie Miller at hidasst@charles.cc.md.us . Jobline to request an application and Vacancy Announcement: 301/934-7753.

Welcome New Members

Institutional Members

- Univ. of Texas, San Antonio, TX. Glenda Norton, 210/458-4200. T4
- William Woods Univ., Fulton, MO. Theresa Luebbering, 573/592-4224. T1

Corporate Affiliates

BRONZE LEVEL

- Prestolite Wire Corporation, Southfield, MI. Fran Towey, 248/386-4442

COPPER LEVEL

- 3M Telecom, Austin, TX. Roxanne Dunegan, 512/984-5837
- Atlantic Telecom, E. Hanover, NJ. Robert Platner, 973/515-5252
- ATS Telephone & Data Systems, Memphis, TN. John E. Hand, 516/472-6625
- Coopers & Lybrand LLP, Boston, MA. Michael McGuire, 617/478-5083
- Flack & Kurtz Consulting Eng., LLP, San Francisco, CA. Fred Dickerman, 415/398-3833

ACUTA Events Calendar

Fall Seminars: October 11-14, 1998, Dallas, Texas

Track I: Managing & Engineering Enterprise Networks

Track II: Marketing Campus Security & Other Student Services

Winter Seminars: January 17-20, 1999, New Orleans, Louisiana

Track I: Generating Telecom Revenues

Track II: Information Management

Spring Seminars: April 18-21, 1999, Alexandria, Virginia

Track I: Convergence

Track II: Managing Telecom Issues

28th Annual Conference: July 18-22, 1999, Nashville, Tennessee



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